

# Sub-Cabinet on Senior Vital Living

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Uma Ahluwalia, Director, DHHS  
Parker Hamilton, Director, MCPL  
Co-Chairs

## CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Agenda

- **Welcome and introductions**
- **Demographic data**
- **Measuring success**
- **Initiative objectives and organizational structure**
- **Historical context of the initiative**
- **Workgroup reports: Activities and Goals**
- **Moving forward**



## Meeting Goals

- **Evaluate progress towards achieving overarching goals of the Sub-Cabinet on Senior Vital Living**

### Compared to one year ago:

- Are we better prepared to meet the needs of our growing senior population?
- Are we as County departments coordinating our efforts to leverage resources to more efficiently and effectively address the needs of seniors?
- Have we engaged community partners in a collaborative effort to address the current and emerging needs of older adults?
- Are we utilizing evidence-based practices to inform our efforts?
- Have we made measurable progress in advancing the eight priority areas identified as critical to senior vital living?



# Sub-Cabinet on Senior Vital Living

## Translating Policy into Operational Performance

Complete

Complete

Complete

Complete

In Progress

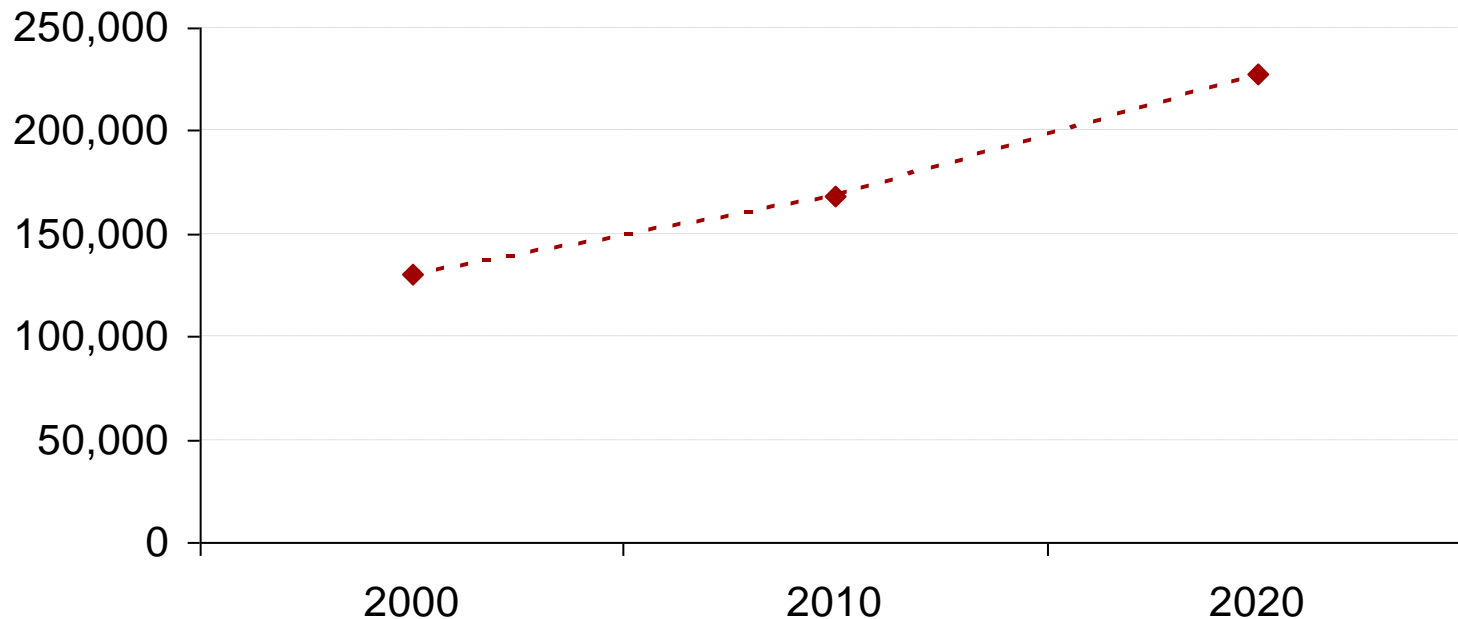
- Define and identify overarching goals of the Senior Sub-Cabinet
- Articulate an organizational approach and work plan that allows for clear linkage between overall policies and operational realities
- Identify action steps that contribute to the achievement of the initiative's goals
- Construct measures to demonstrate the initiative's performance
- Collect and report data for analysis



# Seniors in Montgomery County

## Overview of Demographic Data

Senior Population Projection  
Montgomery County

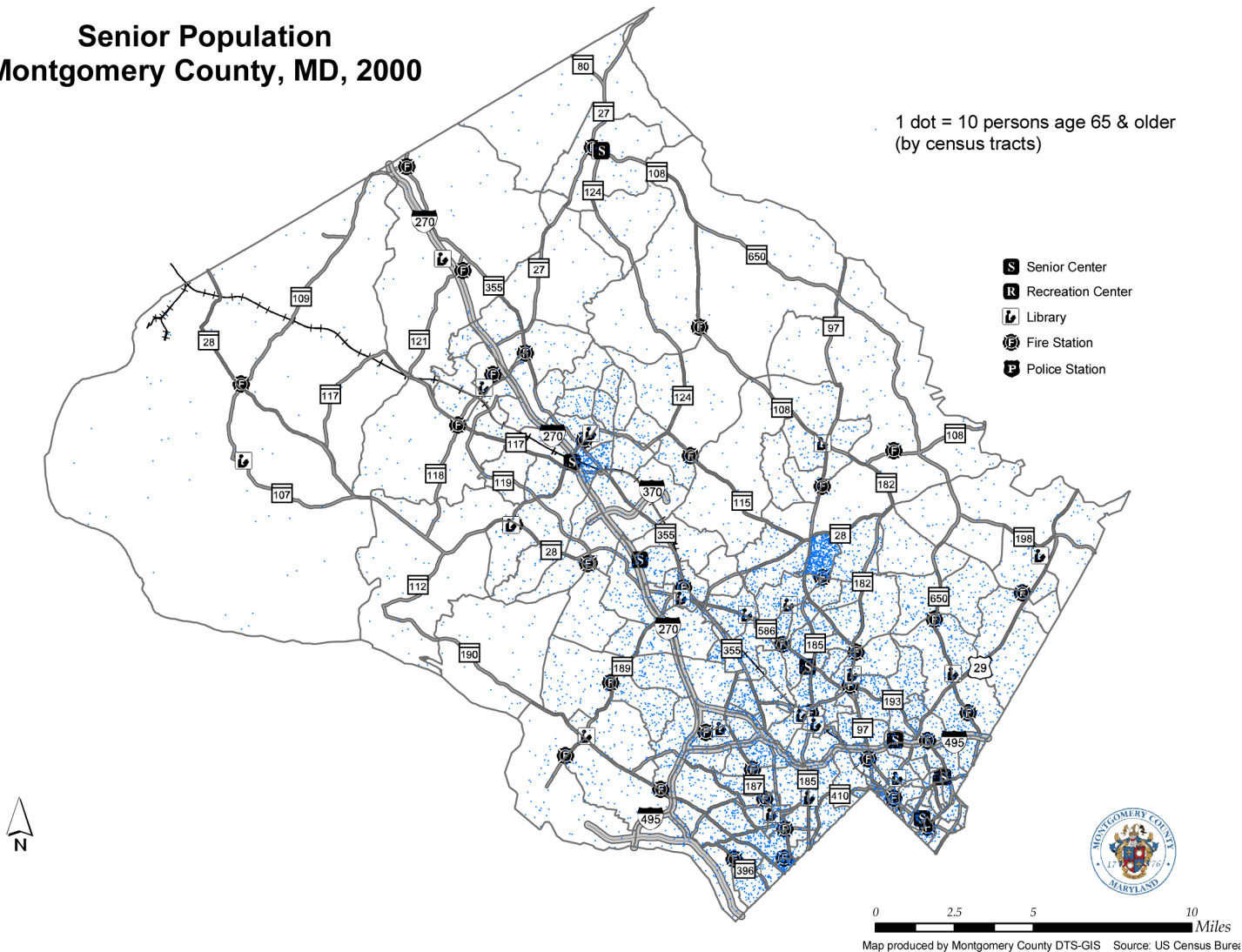


There is a 74% projected increase in the senior population in Montgomery County between 2000 and 2020.



Source: US Census 2000, MD Dept of Planning, MD Dept of Aging

## Senior Population Montgomery County, MD, 2000



The following two maps display the senior population in Montgomery County, in 2000, and projected into 2030.

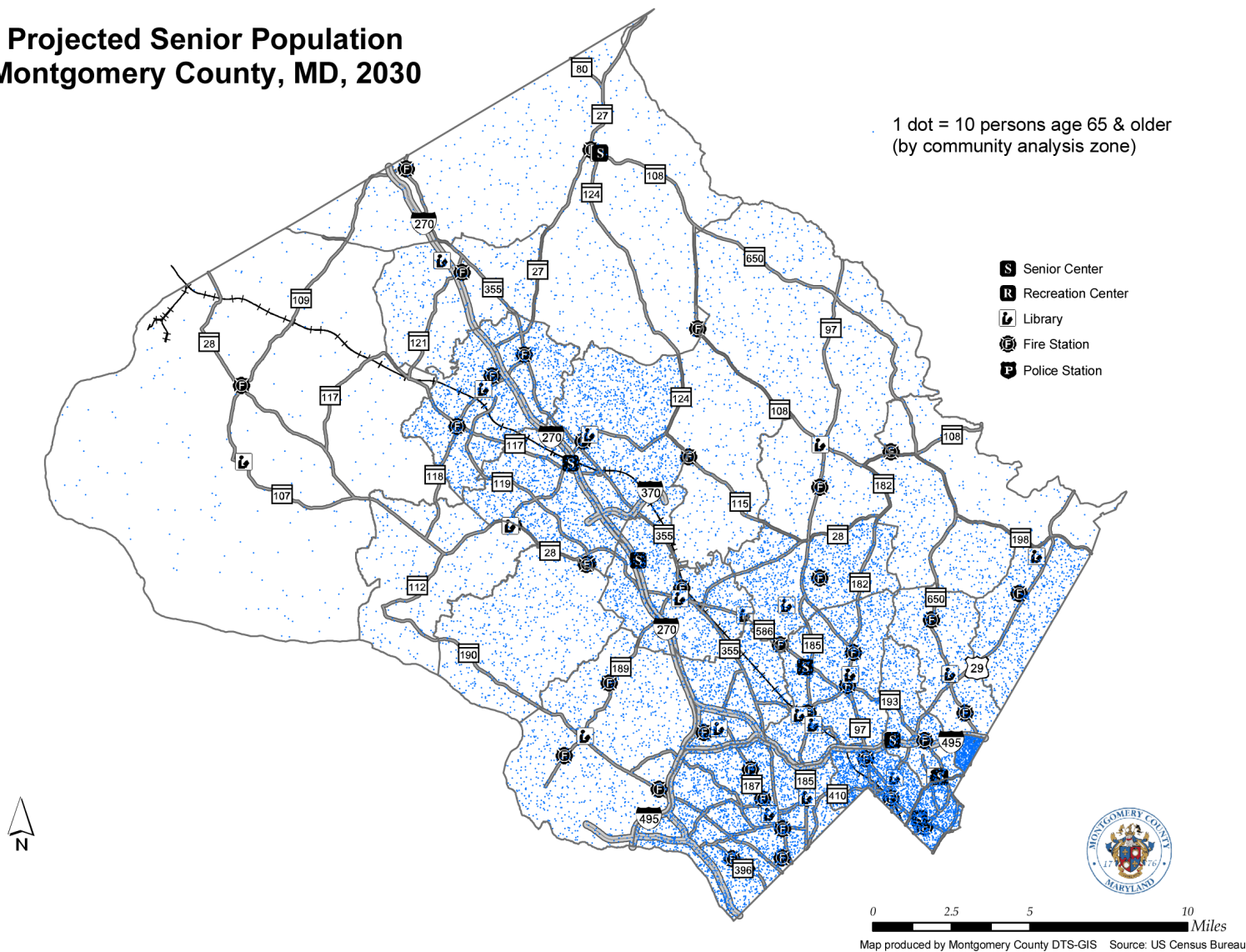


Source: DTS-GIS, US Census Bureau

CountyStat

## Projected Senior Population Montgomery County, MD, 2030

1 dot = 10 persons age 65 & older  
(by community analysis zone)



Source: DTS-GIS, US Census Bureau



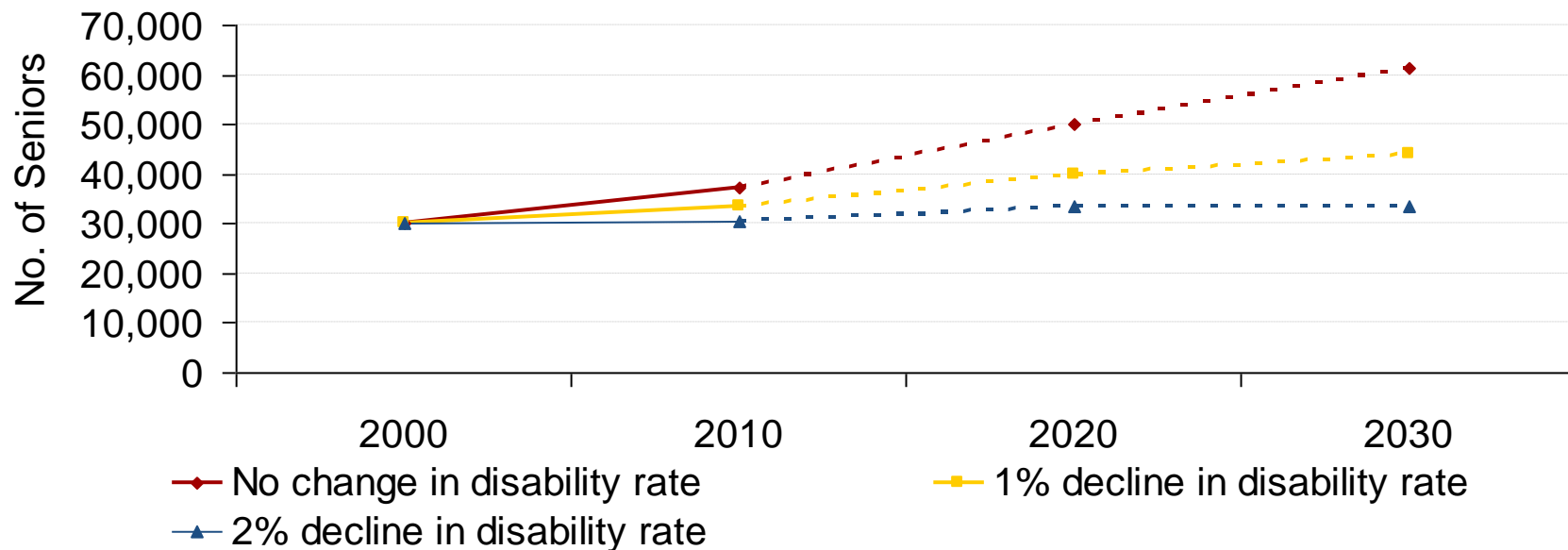


# Seniors in Montgomery County

## Overview of Demographic Data

Increase in Seniors with Disabilities:

Projected Number with Self-Reported Disability, Age 65+, Montgomery County



In the least optimistic displayed projection (red), the rate of disability would hold constant, but due to the population increase of seniors the number of disabled seniors would virtually double by 2030.

*Note: The graphic shows three different projections on disability prevalence among seniors in future years based on different assumptions.*



# Measuring Success

## Constructing Measures and Collecting Data

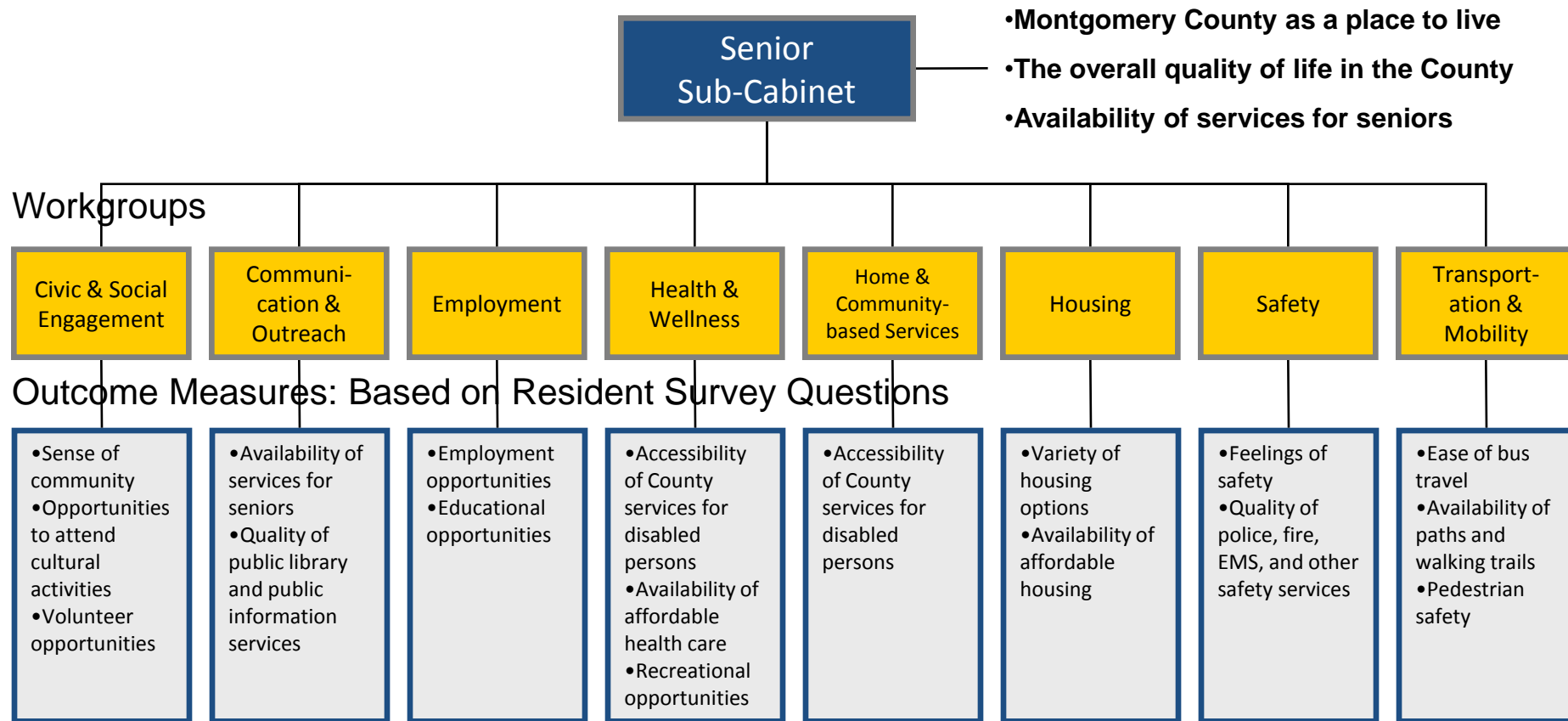
- **The Resident Survey is an opportunity to measure the progress of the various issues impacting seniors in Montgomery County**
  - The survey will provide seniors' view of the County
  - The County will be able to track changes, both positive and negative, over time
  - Resources can be strategically targeted to best align resources to meet demonstrated needs
- **The 2007 and 2009 surveys provide a baseline, with future surveys providing additional data on progress made over time**
  - Survey questions ask the respondent to rate particular characteristics, services, etc, as they relate to Montgomery County
  - Questions are on a 1-5 scale (1=Excellent, 4=Poor, 5=Don't Know)
  - Questions can be broken out by age, to target the senior population

The following slides provide examples from the 2007 and 2009 Resident Surveys.



# Measuring Success

## Constructing Measures and Collecting Data



The Montgomery County Resident Survey, issued every two years, is an opportunity to gather data that can be used to track the progress in the different issue areas covered by the Sub Cabinet workgroups.



# Measuring Success

## Constructing Measures and Collecting Data

Workgroup	Resident Survey Questions Demographic Subgroup: Age +55
<b><i>Initiative as a whole</i></b>	<ul style="list-style-type: none"> <li>▪ <i>Montgomery County as a place to live</i></li> <li>▪ <i>The overall quality of life in the County</i></li> <li>▪ <i>Availability of services for seniors</i></li> </ul>
<b>Civic and Social Engagement</b>	<ul style="list-style-type: none"> <li>▪ Sense of community</li> <li>▪ Opportunities to attend cultural activities</li> <li>▪ Volunteer opportunities</li> </ul>
<b>Communication and Outreach</b>	<ul style="list-style-type: none"> <li>▪ Availability of services for seniors</li> <li>▪ Quality of public library and public information services</li> </ul>
<b>Employment</b>	<ul style="list-style-type: none"> <li>▪ Employment opportunities</li> <li>▪ Educational opportunities</li> </ul>
<b>Health and Wellness</b>	<ul style="list-style-type: none"> <li>▪ Accessibility of County services for disabled persons</li> <li>▪ Availability of affordable health care</li> <li>▪ Recreational opportunities</li> </ul>

The survey asks the respondent to rate the following characteristics as they relate to Montgomery County, on a 1-5 scale.



# Measuring Success

## Constructing Measures and Collecting Data

Workgroup	Resident Survey Questions Demographic Subgroup: Age +55
Home and Community-based Services	▪ Accessibility of County services for disabled persons
Housing	▪ Variety of housing options ▪ Availability of affordable housing
Safety	▪ Feelings of safety ▪ Quality of police, fire, EMS, and other safety services
Transportation and Mobility	▪ Ease of bus travel ▪ Availability of paths and walking trails ▪ Pedestrian safety

These survey questions represent possible outcomes relevant to each workgroup.



# Measuring Success

## Constructing Measures and Collecting Data

Quality of Life Ratings by Demographic Subgroups – Age 55+								
Survey Year	2007				2009			
Please rate each of the following aspects of quality of life in Montgomery County:	Excellent	Good	Fair	Poor	Excellent	Good	Fair	Poor
Montgomery County as a place to live	37%	51%	12%	0%	40%	50%	8%	2%
Your neighborhood as a place to live	43%	45%	10%	2%	46%	40%	12%	2%
Montgomery County as a place to raise children	32%	49%	16%	3%	40%	47%	10%	2%
Montgomery County as a place to work	29%	50%	19%	2%	33%	52%	14%	1%
Montgomery County as a place to retire	19%	30%	30%	21%	24%	30%	27%	18%
The overall quality of life in the Montgomery County	26%	56%	17%	1%	31%	53%	14%	1%

Overall Quality of County Services by Demographic Subgroups – Age 55+								
Survey Year	2007				2009			
	Excellent	Good	Fair	Poor	Excellent	Good	Fair	Poor
Overall, how would you rate the quality of services provided by the Montgomery County Government?	12%	70%	17%	1%	15%	68%	15%	2%



Source: 2007 & 2009 Resident Survey, National Research Center

# Measuring Success

## Constructing Measures and Collecting Data

Safety Ratings by Demographic Subgroups – Age 55+

Survey Year	2007					2009				
Please rate how safe or unsafe you feel:	Very Safe	Somewhat safe	Neither safe or unsafe	Somewhat unsafe	Very unsafe	Very Safe	Somewhat safe	Neither safe or unsafe	Somewhat unsafe	Very unsafe
Violent crimes	15%	48%	17%	16%	4%	18%	42%	20%	16%	4%
Property crimes	9%	45%	21%	19%	5%	14%	40%	18%	22%	5%
In your neighborhood during the day	59%	32%	5%	2%	1%	56%	33%	6%	4%	1%
In the neighborhood after dark	26%	44%	13%	14%	3%	26%	44%	13%	13%	4%
In Montgomery County's downtown areas during the day	39%	39%	13%	7%	2%	36%	46%	11%	6%	1%
In Montgomery County's downtown areas after dark	8%	37%	20%	25%	9%	8%	36%	24%	23%	9%



Source: 2007 & 2009 Resident Survey, National Research Center

# Measuring Success

## Constructing Measures and Collecting Data

Utilization of Public Services and Opportunities for Participation by Demographic Subgroups – Age 55+		
Survey Year	2007	2009
In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in Montgomery County?	Percent of respondents who said at least once in the last 12 months	
Used Montgomery County public libraries or their services	78%	80%
Used Montgomery County recreation centers	53%	54%
Participated in a County recreation program or activity	44%	39%
Visited a park in the County	80%	85%
Ridden a Metrobus or Ride On bus within Montgomery County	42%	44%
Attended a meeting of local elected officials or other local government meeting open to the public	30%	34%
Visited the Montgomery County Web site (at <a href="http://www.montgomerycountymd.gov">www.montgomerycountymd.gov</a> )	52%	55%
Watched a show on a Montgomery County Government cable television channel	46%	43%
Recycled used paper, cans or bottles from your home	97%	98%
Volunteered your time to some group/activity in the County	51%	49%



Source: 2007 & 2009 Resident Survey, National Research Center



## Historical Context (1 of 2)

- Initial strategic planning resulted in the following findings:
  - “Widespread satisfaction among seniors and their caregivers with the programs and services the County provides” (Reingold, 2007).
  - The need to (1) improve both internal and external communication about the range of available services to seniors and caregivers; and (2) establish a mechanism for improving coordination and collaboration among County departments and with private partners responsible for delivering senior services.
- County Executive Leggett convened department directors for a retreat on May 14, 2008 to focus on how Montgomery County Government, in partnership with private providers and the faith community, can promote vital aging for all its seniors. Established the Senior Sub-cabinet on Vital Aging
- Convened Senior Summit in November 2008-Recommendations and action steps were developed in 8 key thematic areas

Participants at the Summit prioritized recommendations, then brainstormed action steps to help the County achieve the goals of the recommendations. This process produced 177 different potential action steps for further consideration.



## Historical Context (2 of 2)

- Given the mandate to identify specific and concrete implementation steps, the Senior Sub-cabinet went through the material item by item to collapse them into discrete action steps.
  - Recommendations emerging from the Summit were initially consolidated into discrete action steps that are feasible and realistic.
  - These were further distilled into a list of potential action items; with the awareness that many of these items were applicable across multiple goals.
- Short and long term action steps were identified, that would advance the principle goals and promote enhanced collaboration among County departments and with private sector stakeholders

Work produced in the Summit and Pre-Summit process represented a mixture of two concepts: 1) goals and outcomes related to improved quality of life for the senior population, and 2) processes and actions that enable those goals and outcomes to be achieved.



# Initiative Goals

## Individual level

- Increased senior connectedness and community engagement
- Increased senior knowledge about resources and how to access them
- Reduced unmet needs

## Organizational level

- Less silos and increased collaboration
- Greater use of evidence based practices
- Greater reliance on long-term planning
- More efficient and effective service delivery



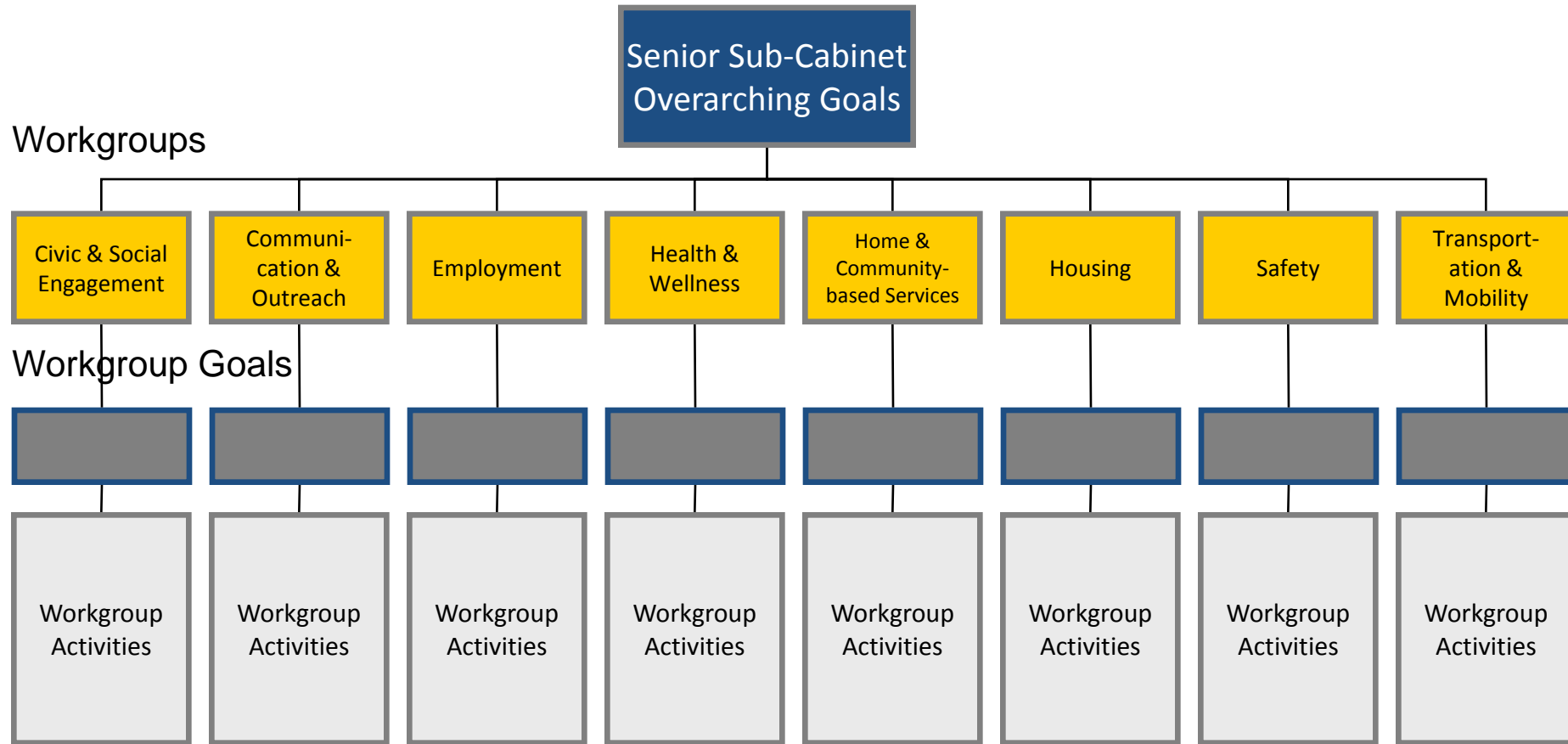
## Initiative Principles

- **Diversity:** Any actions must be sensitive to the diversity of the senior population.
- **Partnerships:** County government cannot and should not expect to do this work alone.
- **Civic Engagement:** The skills, time, and wisdom of older adults represents one of the growing renewable resources available to our communities.
- **Planning:** In order to optimize the effectiveness and efficiency of services the County must make every effort to identify and implement evidence based and best practices.
- **Accountability:** Mechanisms must be in place to ensure that action steps are implemented and progress toward goal attainment measured.

CountyStat will be one venue to ensure the accountability of this initiative.



# Organizational Approach



Each workgroup has a set of core and advisory participants.



# Workgroups & Departmental Responsibilities

Workgroup	Lead Department(s)
Civic and Social Engagement	Office of Community Partnerships
Communication and Outreach	Public Information Office Public Libraries
Employment	Department of Economic Development
Health and Wellness	Department of Recreation Department of Health and Human Services
Home and Community-based Services	Bethesda-Chevy Chase Regional Services Center Department of Health and Human Services
Housing	Department of Housing and Community Affairs Department of Permitting Services
Safety	Police Department Fire and Rescue Services Office of Consumer Protection
Transportation and Mobility	Department of Transportation



# Civic and Social Engagement (1 of 2)

## Lead Department

- Office of Community Partnerships

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Support Intergenerational Programs</b>	To provide meaningful engagement by helping young people become less vulnerable to gang involvement and substance abuse and provide older adults with a sense of pride in giving back to the community
<b>Continue to support congregate meal programs</b>	HHS meal programs support the socialization of older adults, which is particularly valuable in working with our ethnic community
<b>Provide wide range of programming and activities at senior centers</b>	Studies show that people who engage in social and leisure activities live longer and healthier lives
<b>Expand the Pro Bono consultant program</b>	To provide meaningful engagement utilizing the professional skills and experience of adults over 55 and meet the growing need of nonprofits



## Civic and Social Engagement (2 of 2)

Activity Name (What should we do?)	Activity Goal/Outcome (Why should we do it?)
<b>Expand HHS community review model</b>	To provide meaningful engagement drawing upon professional backgrounds and experience of older adults to provide transparency to the Executive grants process
<b>Computer access and training via senior and community centers</b>	Learning to use a computer can enable seniors to acquire skills for employment, socialization and communication with others, thereby enhancing their engagement
<b>Educate seniors about the multiple benefits of volunteerism</b>	By expanding outreach seniors can become aware of the multiple opportunities and activities in Montgomery County as well as benefits of volunteering through RSVP and other programs





# Communication and Outreach (1 of 1)

## Lead Departments

- Public Information Office
- Public Libraries

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
Senior Website	Maintain & improve portal for senior services and information.
Senior Beacon ads	Promote information on County senior programs in April, June, September issues. Translation into Chinese, French, Spanish.
Publications	Projection of information through production of “Living & Thriving” insert/brochure, Senior Resource Guide, senior resource leaflets with refrigerator magnet.
Senior information at County events	Ensure senior information and/or presence at County events where County Govt. agencies are present.
Website Visibility	Placed permanent graphics for Senior Website and “Living & Thriving” on County homepage.
Senior literature at libraries	Established visible place for senior-oriented literature at Montgomery County libraries, identified by signs.



## Health and Wellness (1 of 2)

### Lead Departments

- Department of Recreation
- Department of Health and Human Services

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Continue to support Chronic Disease Self-Management Programs (CDSMP) in collaboration with JCA</b>	<ul style="list-style-type: none"><li>▪ Due to the end of the grant funded JCA program, support the efforts to maintain interest in the program, especially Upcounty.</li><li>▪ Facilitate collaboration with Holy Cross Hospital and others to implement this evidence based program.</li></ul>
<b>Continue to provide nutrition education classes through senior programs</b>	Increase the number of participants involved in nutrition classes offered throughout the County.
<b>Continue to support exercise and bone health programs for seniors</b>	Increase the number of exercise classes offered throughout the County.



## Health and Wellness (2 of 2)

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Communication &amp; outreach efforts to educate the public</b>	Increase methods and frequency of communication to the public about the resources available to support health and wellness
<b>Research and Planning: investigate best and promising practices</b>	Increase the percentage of programs which are grounded in research. Partner with Local Colleges and Universities to assist in these efforts.
<b>Community Health Improvement Process (CHIP)</b>	Ensure that CHIP assesses and monitors aging related health issues.
<b>Collaborate with community partners</b>	<ul style="list-style-type: none"> <li>▪ Decrease the number of seniors hospitalized with fractures by increasing the availability of multi-component exercise and fall prevention programs.</li> <li>▪ Partner with Fire Department. Train volunteers to conduct home visits.</li> </ul>



# Employment (1 of 2)

## Lead Department

- Department of Economic Development

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
Maintain & enhance programs that connect seniors with job opportunities & offer training in resume writing, interviewing, computer skills, using the Internet, etc.	<ul style="list-style-type: none"><li>▪ Continue to sponsor JCA 50+ Employment Expo &amp; other local senior job fairs (over 2,600 attended the May 2009 JCA event)</li><li>▪ Offer regular workshops for seniors at Montgomery Works on resume writing, interviewing &amp; using the Internet to search for jobs</li><li>▪ Help publicize Montgomery College's (MC) Office of Adult Student Services resources &amp; training programs</li><li>▪ Partner with AARP to disseminate information about its web-based &amp; other employment tools and services, &amp; help distribute its forthcoming CDs for individuals &amp; employers</li></ul>
Conduct a gap assessment to identify current & anticipated employer staffing & skill needs	<ul style="list-style-type: none"><li>▪ Team w/ chambers of commerce &amp; other business organizations to survey employer needs and senior skills gaps &amp; to identify discrete projects/consulting opportunities that experienced workers could undertake</li></ul>



## Employment (2 of 2)

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Based on assessment results, identify senior skill gaps &amp; work w/ partner organizations to offer appropriate training, support &amp; match-making</b>	<ul style="list-style-type: none"> <li>▪ Partner with Montgomery College, JCA, Commission on Women and other senior service groups to provide tailored training based on identified skill needs, and to connect seniors with employment opportunities</li> </ul>
<b>Establish a 'virtual' clearinghouse for information on senior employment &amp; training opportunities</b>	<ul style="list-style-type: none"> <li>▪ Partner with the Dept. of HHS, state Policy Academy, JCA, AARP &amp; other groups to bring together their collective resources into a single Internet portal. The portal should include a 'Senior Talent Bank' where job seekers can post their resumes &amp; what type of jobs (full time, part time) they are looking for</li> <li>▪ Offer regular sessions at convenient locations (libraries, community centers, etc.) to help seniors learn how to effectively access these resources</li> </ul>
<b>Research &amp; adapt best practices from other jurisdictions &amp; build existing initiatives</b>	<ul style="list-style-type: none"> <li>▪ Leverage the MC Volunteer Center Pro-Bono Consultancy Program to help seniors find paid consulting opportunities</li> <li>▪ Publicize and host AARP webinars</li> <li>▪ Partner with chambers, senior organizations, etc. to disseminate 'best practice' tips to senior job seekers and employers</li> </ul>



# Home and Community Based Services (1 of 1)

## Lead Departments

- Bethesda-Chevy Chase Regional Services Center
- Department of Health and Human Services

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Support home delivered meals and groceries</b>	Maintain and seek opportunities that improve the ability of residents to remain in their homes as they age.
<b>Support to existing village models</b>	<ul style="list-style-type: none"><li>▪ Maintain and seek opportunities that improve the ability of residents to remain in their homes as they age.</li><li>▪ Develop knowledge base for the development of community-based aging initiatives that can be applied throughout the county.</li></ul>
<b>Research and Planning: investigate best and promising practices</b>	Utilize best practices from other jurisdictions to improve service delivery in Montgomery County.
<b>Enhance supportive services such as chore, Personal care, and home modifications.</b>	Explore opportunities that improve the ability of residents to remain in their homes as they age.
<b>Increase funding for adult day activity centers and respite care</b>	Provide increased opportunities for vital living for residents and support for family caregivers.



# Housing (1 of 1)

## Lead Departments

- Department of Housing and Community Affairs
- Department of Permitting Services

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Support Naturally Occurring Retirement Communities (NORCs)</b>	<ul style="list-style-type: none"><li>▪ Improve the capacity of seniors to Age in Place in NORC and NORC like settings.</li><li>▪ The County, through identifying and assessing NORC's, can ensure that citizens are aware of available services and programs.</li><li>▪ Coordinate information dissemination to NORCs with Communications Workgroup.</li></ul>
<b>Support full utilization of existing senior housing developments</b>	<ul style="list-style-type: none"><li>▪ Full and efficient use of senior developments and avoidance of overbuilding. Assess occupancy rates at senior developments, including independent living, assisted living, nursing homes and group homes.</li></ul>
<b>Support affordability of senior assisted living for low-income seniors</b>	<ul style="list-style-type: none"><li>▪ More affordable assisted living for needy seniors.</li><li>▪ Apply for and advocate for more Medicaid waivers to help needy seniors afford assisted living.</li></ul>



# Safety (1 of 1)

## Lead Departments

- Police Department
- Fire and Rescue Services
- Office of Consumer Protection

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Senior Forum Movie</b>	Outreach to senior population. The first Wednesday of every month, approx 300 seniors attend a free movie in the North Bethesda area and prior to the movie there is a presentation on issues such as crime prevention, id fraud etc.
<b>Project Lifesaver</b>	Proactive response from the Police Department to identify individuals within the community who have a propensity to wander and not able to return home.
<b>BCC Chamber of Commerce Senior Focus group</b>	Meet regularly with the chamber to discuss senior issues in the county.
<b>Home Security Survey</b>	Working with Fire Rescue to have smoke detectors added to the list of items to check for when doing a Home Security Survey
<b>Pedestrian Safety Steering Committee</b>	Working with the committee ref re-timing of the cross-walks at locations in senior populations. (Friendship heights etc)





# Transportation and Mobility (1 of 1)

## Lead Departments

- Department of Transportation

Activity Name (What did we do?)	Activity Goal/Outcome (Why did we do it?)
<b>Coordinate and enhance transportation resources</b>	<ul style="list-style-type: none"><li>▪ Seek opportunities to better coordinate resources of public and private providers.</li><li>▪ Transportation is key to fulfillment of County programs and goals of senior programs. Access to services is enhanced with adequate transportation alternatives.</li></ul>
<b>Study unmet needs</b>	<ul style="list-style-type: none"><li>▪ Anecdotal reports often mention lack of adequate senior transportation but reliable data is needed to ascertain if gap exists.</li><li>▪ Lack of transportation has a negative impact on quality of life.</li></ul>
<b>Develop marketing and outreach campaign</b>	Better marketing and outreach will make better use of existing resources and help to keep seniors active in the community longer and contribute to quality of life.



# Initiative Goals

## Individual level

- **Increased senior connectedness and community engagement**  
Increased seniors in RSVP and Pro Bono Volunteers; Senior Leadership Montgomery; Silver Sneakers; Nutrition Program, etc.
- **Increased senior knowledge about resources and how to access them**  
Number of “hits” on Senior Website; Senior List Serv; calls to Senior Info Line; viewers of Seniors Today Cable Program, etc.
- **Reduced unmet needs**  
Increase in Home Delivered and Congregate Meals; number of Ride-On trips by seniors; growth of Senior Aide Employment Program; Number of Villages, etc.

## Organizational level

- **Less silos and increased collaboration**  
Multi-agency successes (e.g. Transportation/Mobility collaboration of DOT, BCCRSC, HOC; MCRD/HHS Senior Center Incentive Program, etc.)
- **Greater use of evidence based practices**  
Expand Bone-Builders, Chronic Disease Management, Fall Prevention programs; Better Living @ Home
- **Greater reliance on long-term planning**  
Workgroups using data from MNCPPC Strategic Plan on Housing, Fire Safety Strategic Plan, Pedestrian Safety Strategic Plan, etc.
- **More efficient and effective service delivery**  
Greater bang for buck



# Moving Forward

## Next Steps for the Senior Sub-Cabinet

- Research existing surveys to establish baseline measures of seniors' views of Montgomery County as a livable community for all ages (i.e., "Elder-friendly community")
- Ensure integration of eight workgroup activities
- Expand collaboration and involvement of community partners (i.e. providers, consumers, advocates, stakeholders)



# Wrap-up

- Follow-up items

